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CINCLATE Defining What Comes Next in Digital Transformation

Strategic management consulting for competitive advantage in global markets

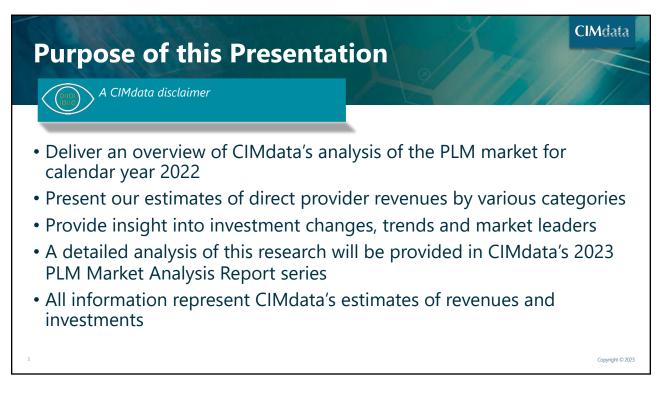
The leading independent authority on PLM and its digital transformation. We provide research, education, and strategic consulting to clients around the world.

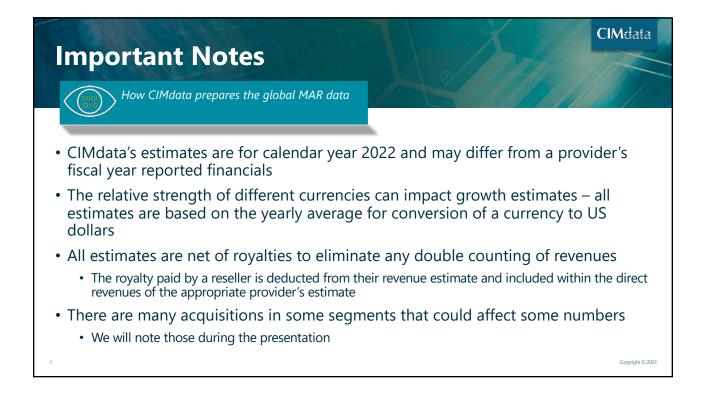
OUR MISSION: Maximizing clients' ability to design, acquire, deliver, and support innovative products and services.

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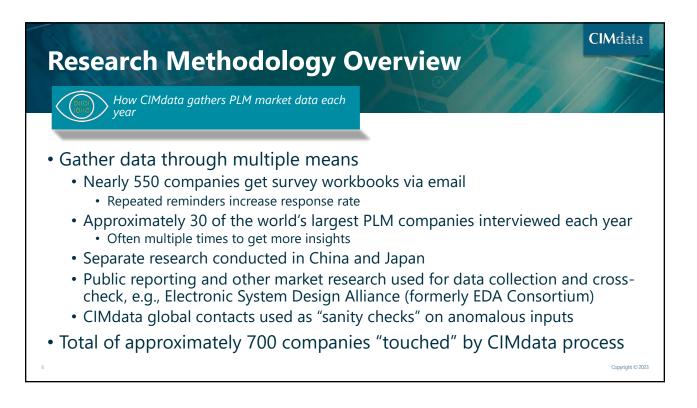
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Currency	2021	2022	YoY Change			
Euro TO US Dollar	1.182657	1.051524	11.09%			
Pound TO US Dollar	1.375573	1.233	10.36%			
Japanese Yen TO US Dollar	0.0091103	0.007608	16.49%			
Swiss Franc TO US Dollar	1.094061	1.04712	4.29%			
Chinese Yuan TO US Dollar	0.154885	0.1487	3.99%			
Korean Won TO US Dollar	0.000874	0.000774348	11.40%			
Swedish Krona TO US Dollar	0.116592	0.09893	15.15%			
Brazilian Real TO US Dollar	0.186181	0.194	-4.20%			
Indian Rupee TO US Dollar	0.013553	0.0127	6.29%			
Australian Dollar Rupee TO US Dollar	0.751042	0.69348	7.66%			
Norwegian Krone TO US Dollar	0.116394	0.104026	10.63%	Copyright ©		

Acquisitions in 2022



Some big, many tuck-ins but still at a high rate, 185 overall (1 of 4)

- Aras added Minerva Group and XPLM
- Autodesk acquired Moxion and The Wild
- Centric Software added StyleSage
- Dassault Systems acquired Diota
- IBM added 6, none in the PLM space
- PTC added Codebeamer, CloudMilling, and ServiceMax
 - Spun out services business to ITC Infotech DxP Services
- Siemens acquired Avery Design Systems

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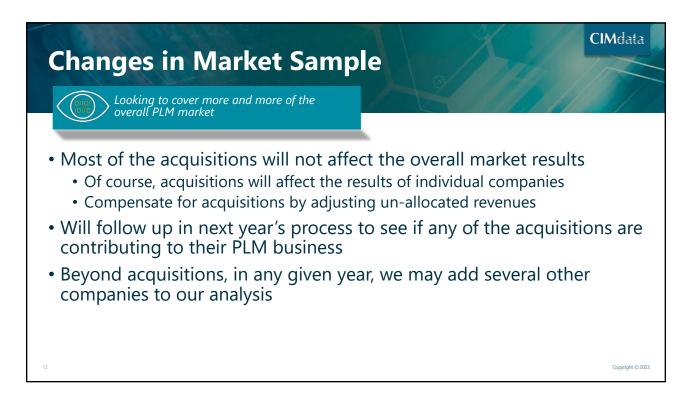






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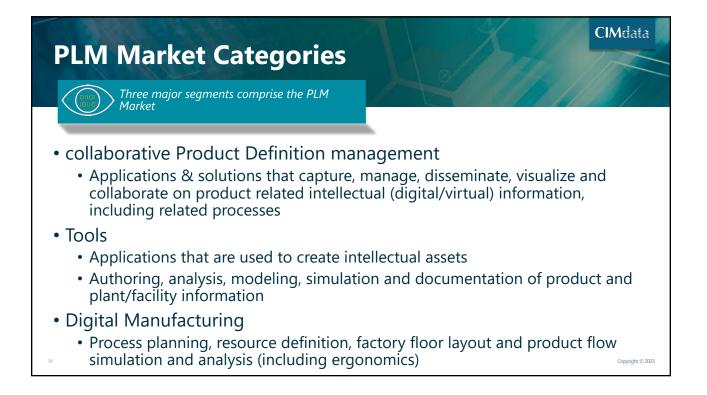




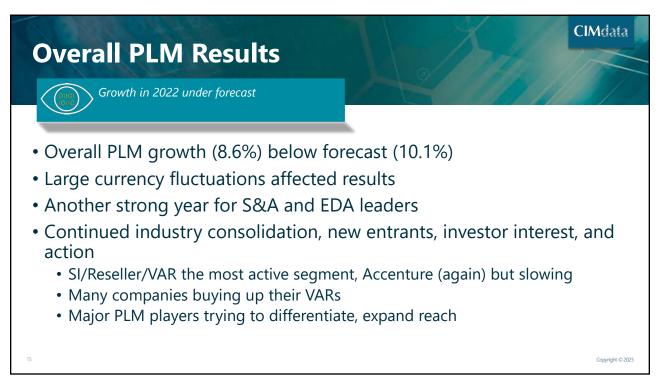
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2022 PLM Market Results 2023 PLM Market & Industry Forum—30 March 2023

CIMdata **Defining PLM** Digital transformation of the lifecycle, enabled by the product innovation platform Portfolio & Program Management PLM is... Service System Management Ideation • A strategic business approach powered by a consistent set of solutions Multi- Enabled by product innovation platforms Disciplinary Lifecyle that support the extended enterprise **Optimization** An approach that spans the full lifecycle, Quality System from idea through life Realization Compliance Enables a set of evolving functional domains orchestrated by an extended Profitability enterprise-level "systems of systems" Management approach Copyright © 2023



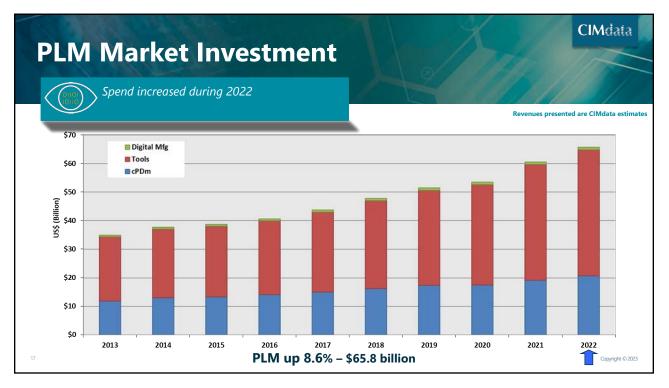


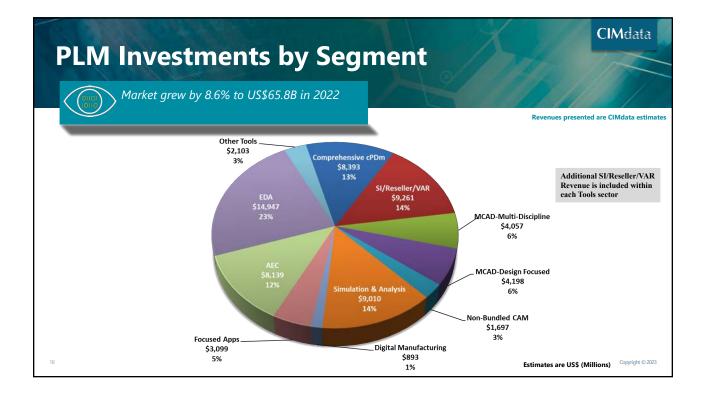


202	22 Market Results Results by segment (US\$ Millions)		Ì de la compañía de l	CIMdata
	Segment	2022 Revenues	YoY Growth	
	cPDm Comprehensive Technology Providers	\$8,392.6	8.5%	
	cPDm-Focused Applications	\$3,099.2	8.5%	
	Digital Manufacturing	\$893.4	2.1%	
	SI/Reseller/VAR	\$9,261.4	7.6%	
	Tools			
	MCAD-Multi-Discipline	\$4,056.5	1.2%	
	MCAD-Design-Focused	\$4,197.9	8.2%	
	Non-Bundled CAM	\$1,697.5	8.1%	
	Simulation & Analysis	\$9,010.2	8.2%	
	Other Tools (e.g., ALM)	\$2,103.5	7.7%	
	EDA	\$14,946.9	12.5%	
	AEC	\$8,139.3	8.3%	
5	Total	\$65,798.3	8.6%	Copyright © 20



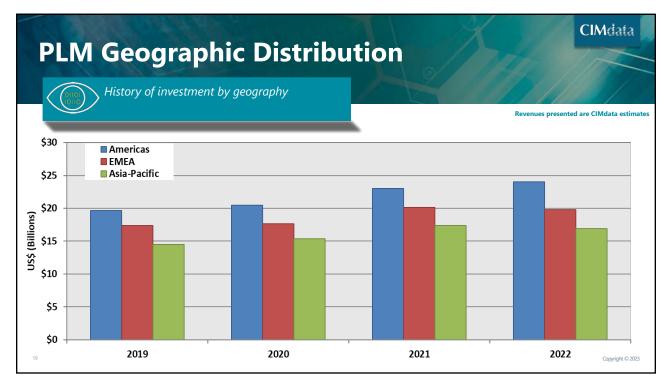
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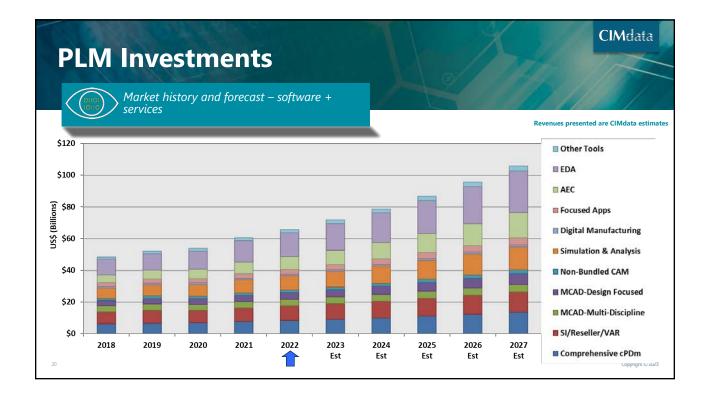




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CIM CIM CIM CIM 2023 (US\$ Millions) and 5-year compound annual growth rate (CAGR)				
Segment	2023 Estimate	YoY Growth	5 Year CAGR	
cPDm Comprehensive Technology Providers	\$9,158.60	9.1%	10.1%	
cPDm-Focused Applications	\$3,326.70	7.3%	7.7%	
Digital Manufacturing	\$938.96	5.1%	6.6%	
SI/Reseller/VAR	\$9,874.46	6.6%	6.8%	
Tools				
MCAD-Multi Discipline	\$4,186.33	3.2%	3.3%	
MCAD-Design Focused	\$4,567.27	8.8%	9.8%	
Non-Bundled CAM	\$1,816.31	7.0%	7.2%	
Simulation & Analysis	\$9.839.17	9.2%	10.0%	
Other Tools (e.g., ALM)	\$2,269.65	7.9%	7.9%	
EDA	\$16,695.67	11.7%	11.8%	
AEC	\$9,076.90	11.5%	14.4%	
	+			



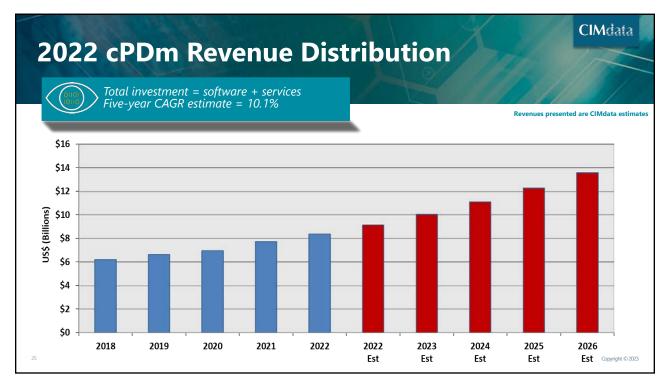
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Revenue Ratios – Software vs. Services



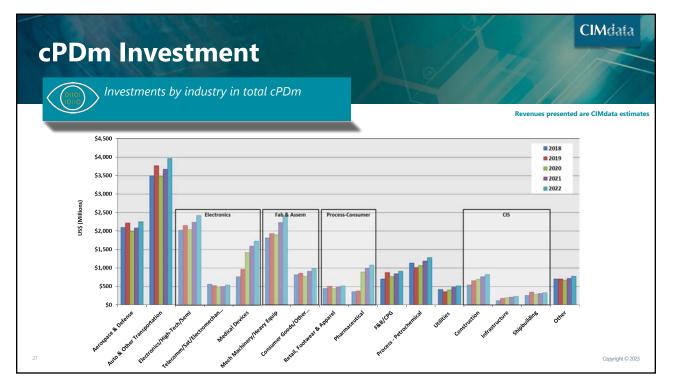
- Overall cPDm market: services are 54.6%
 - Driven by independent services providers
- Comprehensive cPDm providers
 - In 2022, Software was 73.4% vs. 26.6% for Services
 - In 2021, Software was 72.3% vs. 27.7% for Services
- Services ratio can change for several reasons
 - PLM solution providers developing products, packaging, and delivery bundles to reduce services
 - · Cloud-based products often claim to require less services, really just different types
 - Nature of services changing more need for skills in advanced PLM topics vs. IT installation and integration

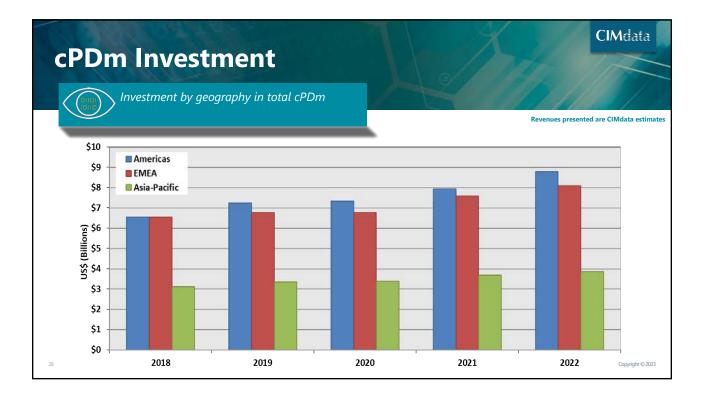
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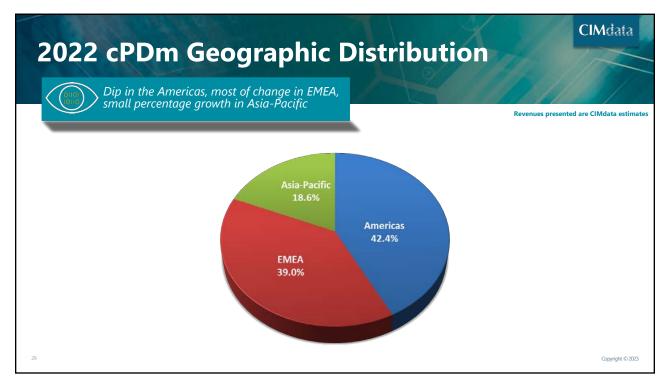
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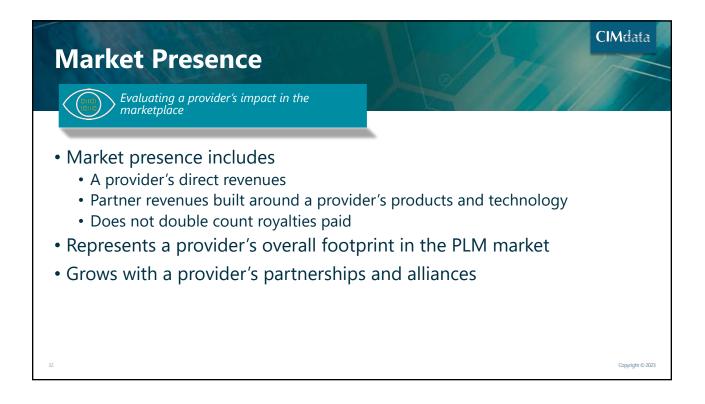




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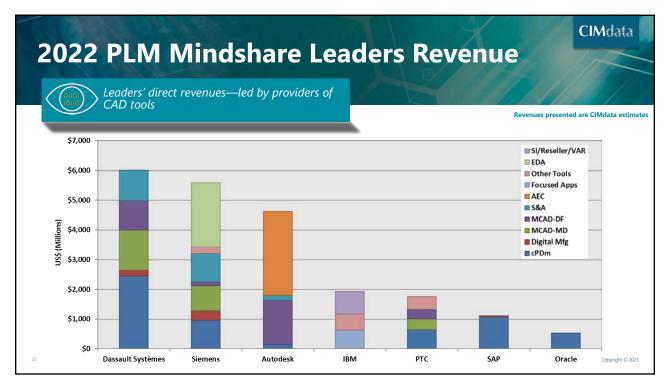
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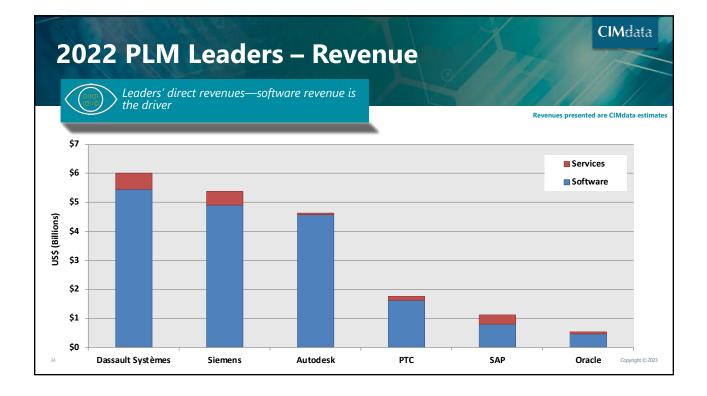




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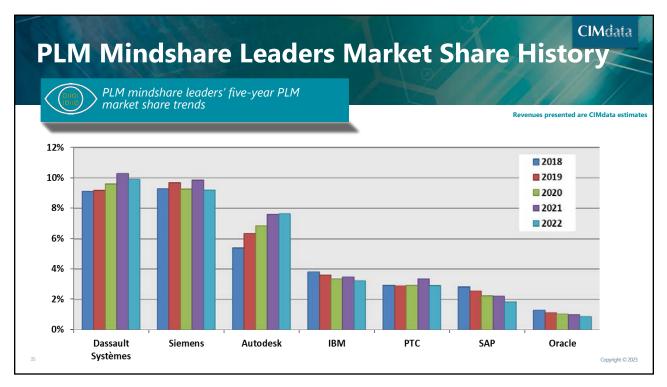
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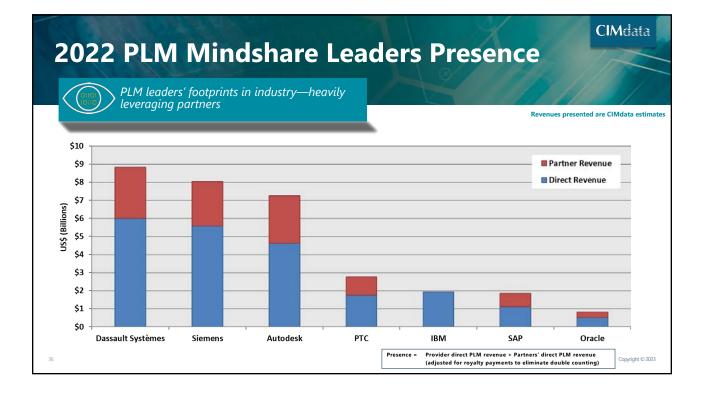






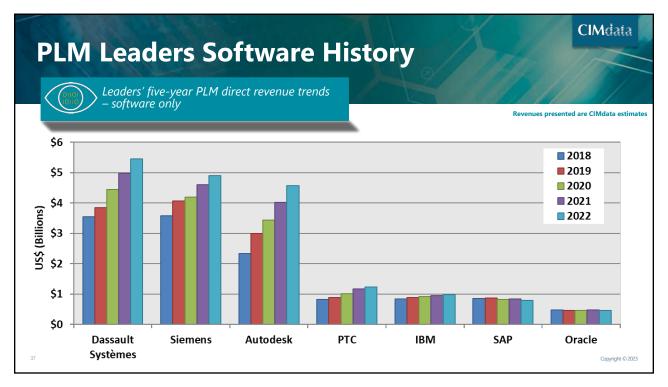
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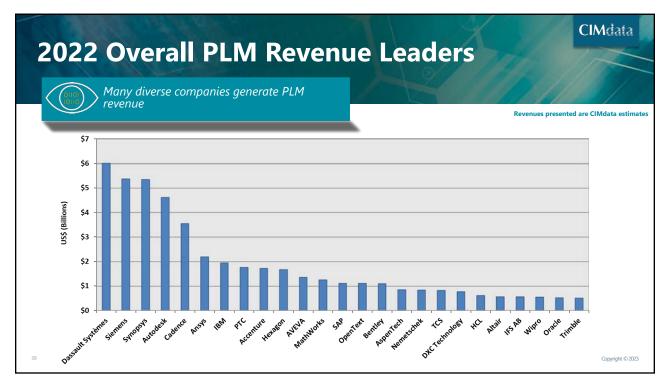
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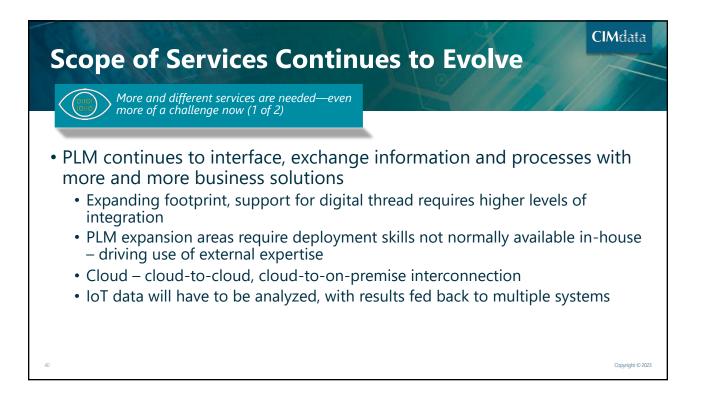
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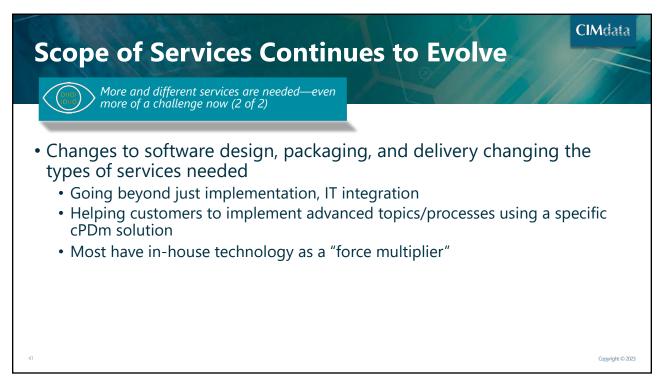


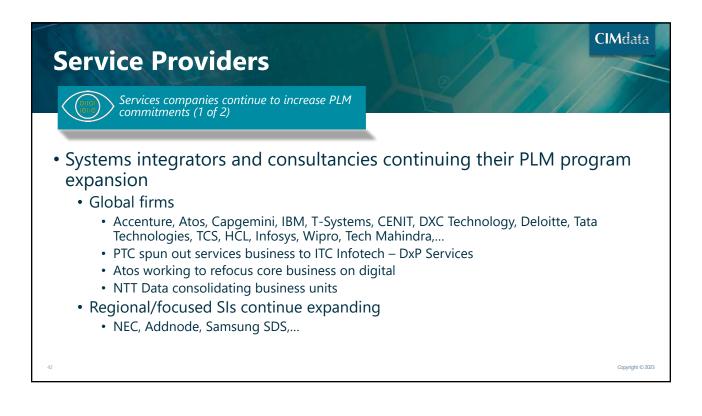






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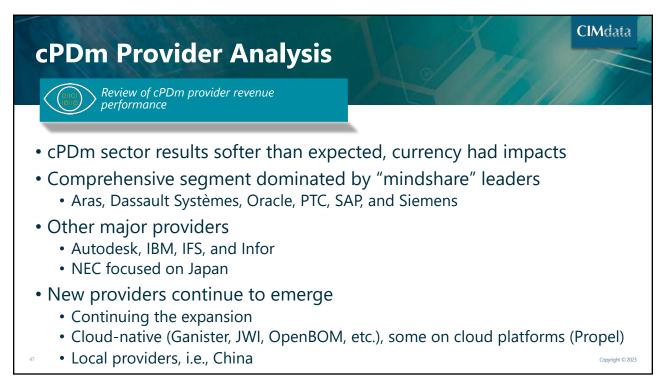


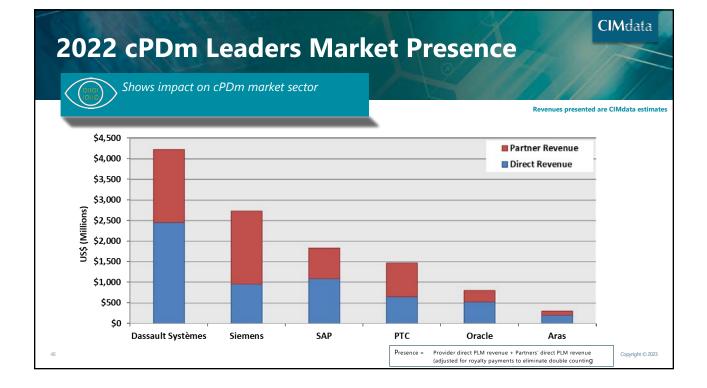






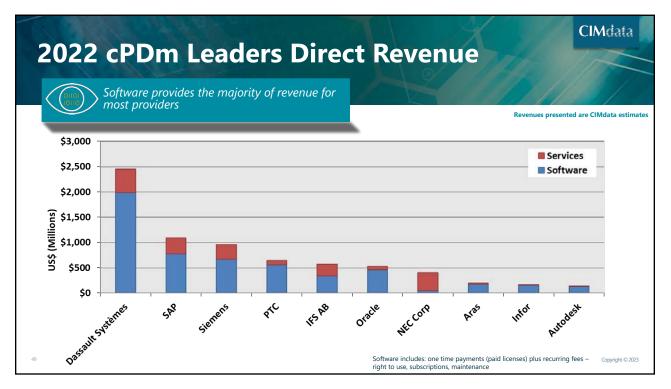
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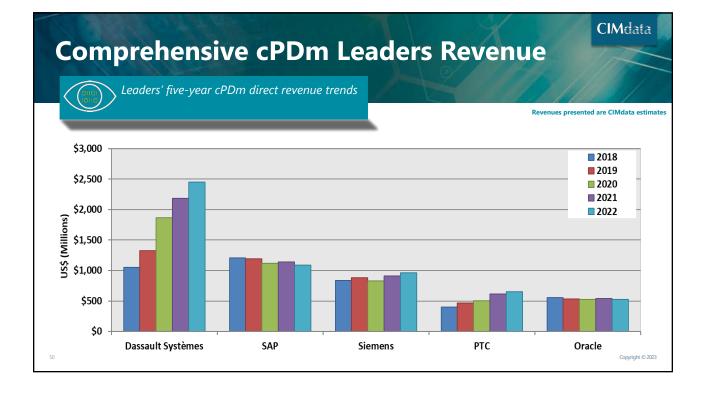






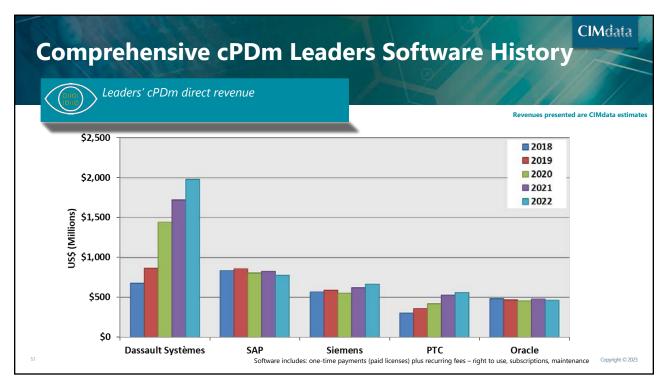
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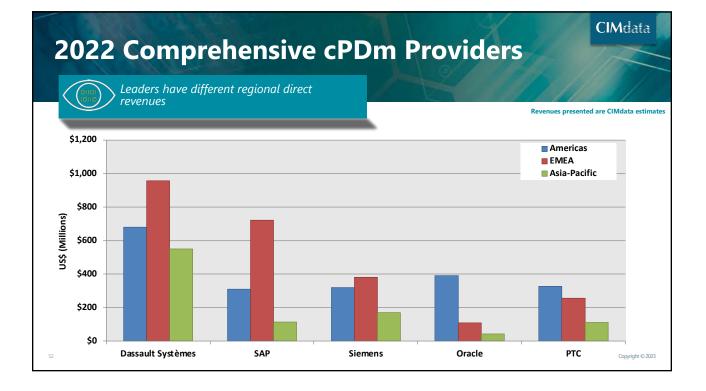






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Discrete cPDm



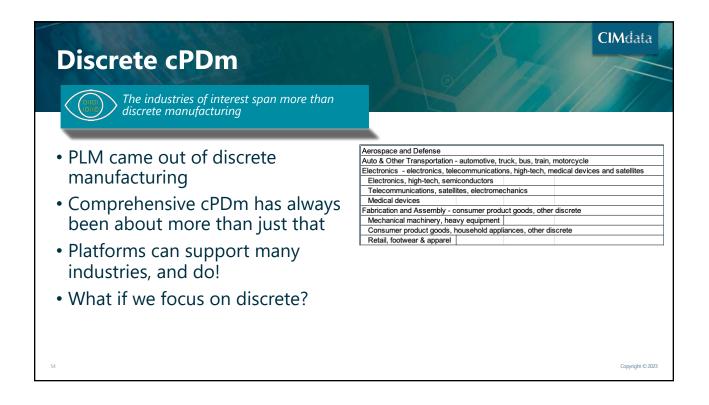
The industries of interest span more than discrete manufacturing

- PLM came out of discrete manufacturing
- Comprehensive cPDm has always been about more than just that
- Platforms can support many industries, and do!
- What if we focus on discrete?

Aerospace and Defense			
Auto & Other Transportation	 automotive, tr 	uck, bus, train,	motorcycle
Electronics - electronics, tele	ecommunicatio	ns, high-tech, n	nedical devices and satellites
Electronics, high-tech, sem	iconductors		
Telecommunications, satell	ites, electrome	chanics	
Medical devices			
Fabrication and Assembly - c	onsumer produ	uct goods, othe	r discrete
Mechanical machinery, hea	avy equipment		
Consumer product goods, I	household appl	iances, other di	screte
Retail, footwear & apparel			
Pharmaceutical, Food & Bev	erage, Consum	ner Packaged G	Goods
Pharmaceutical			
Food & Beverage, Consum			
Petrochemical, bulk chemica			
Utilities - electricity, gas, wat	er and drainage	, telecom opera	ators
Shipbuilding			
Construction - civil engineering	ng, EPC, home	building	
Infrastructure - roadways, air	ports, harbors,	railway system	IS
Other - financial services, ins	urance, etc.		

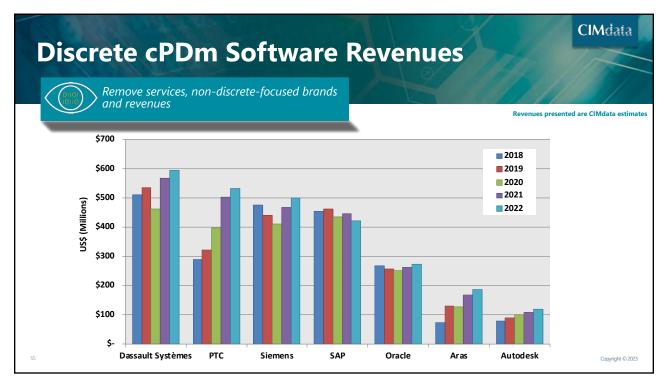
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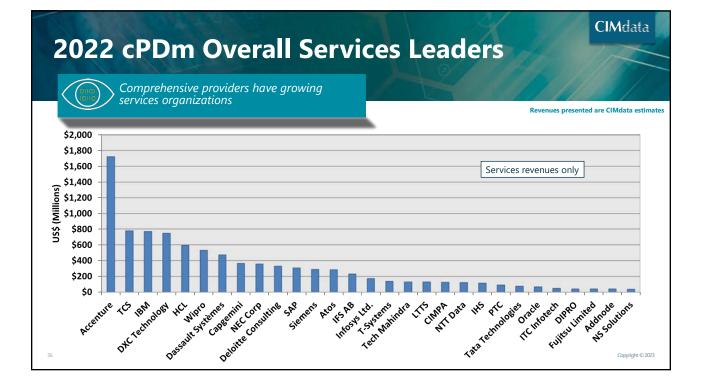
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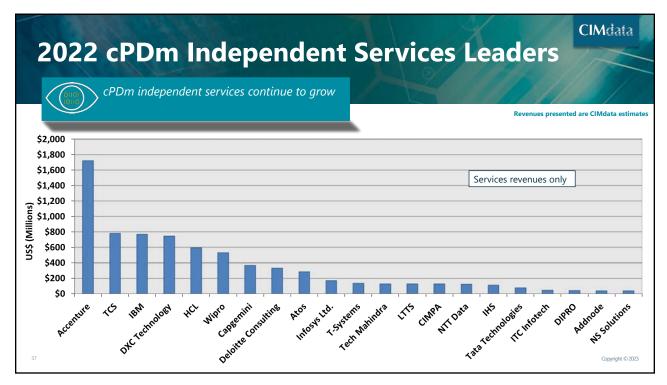
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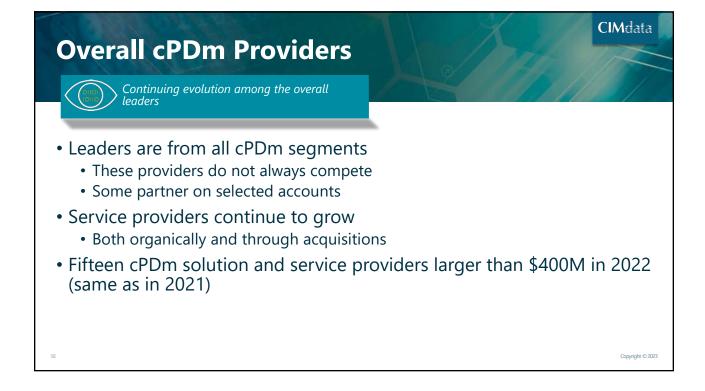






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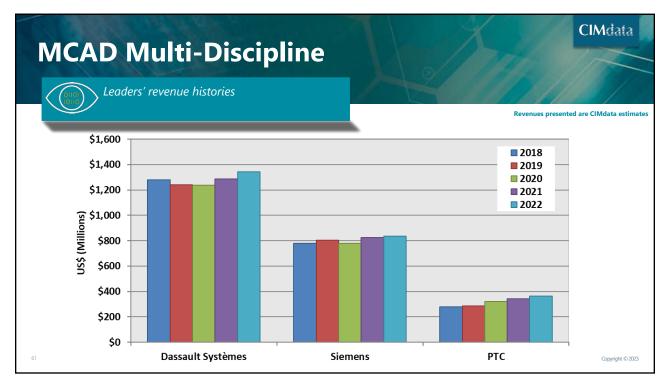
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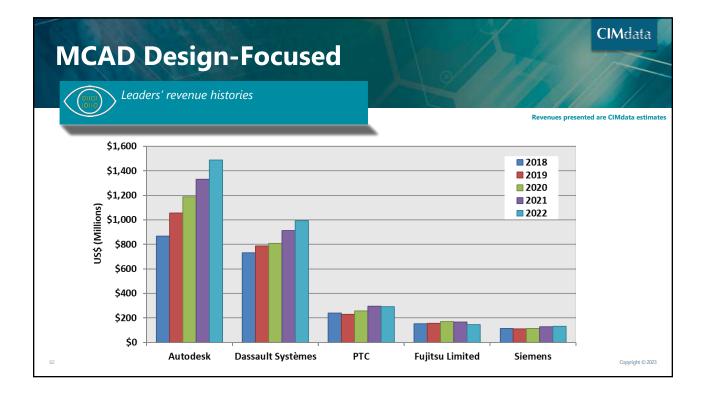


Comm	ents on Tool Segments
	ill be some impact from conflict in Ukraine
Segment	Comments
MCAD-MD	Expect continued slow growth in this segment as auto and A&D stagnate; most opportunity in countries investing in those industries
MCAD-DF	DF segment often affected by recession; results buoyed by Autodesk and PTC move to subscription; SOLIDWORKS a consistent performer
CAM	A bit stronger growth in 2022, expect high end of historical 5-7% range
S&A	Significant M&A activity in market leaders, trends driving growth will remain strong (smart connected product/Industry 4.0, need for more simulation on the left side of the Vee)
EDA	Strong year, even stronger for others besides the leaders; same trends as S&A
AEC	Key to (re)defining the built world, expanding interest in discrete PLM capabilities; oil & gas affected by energy prices, economic turmoil. Severe currency impacts in 2022
Other Tools	Again, smart connected products driving investments; e.g., Atlassian up 30+% again in last fiscal year



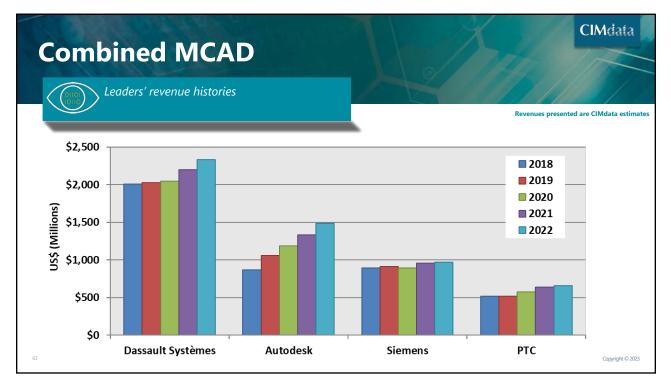
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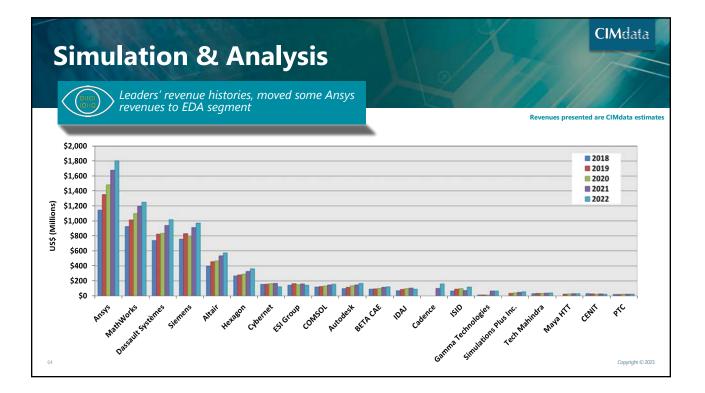




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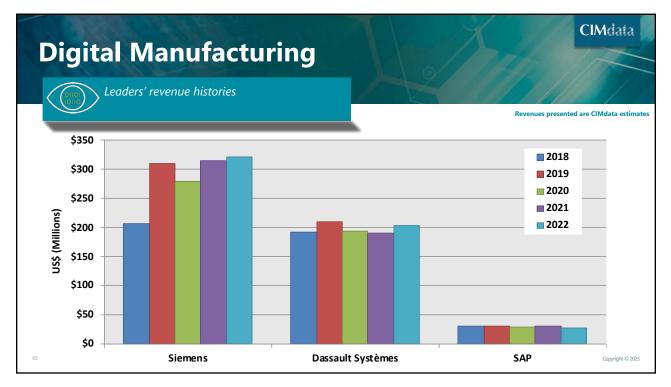
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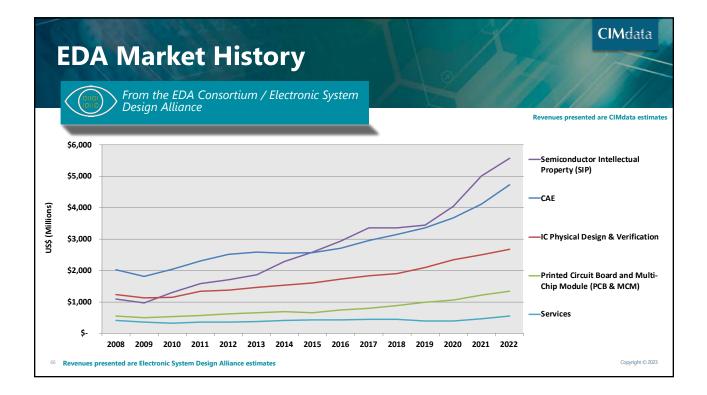






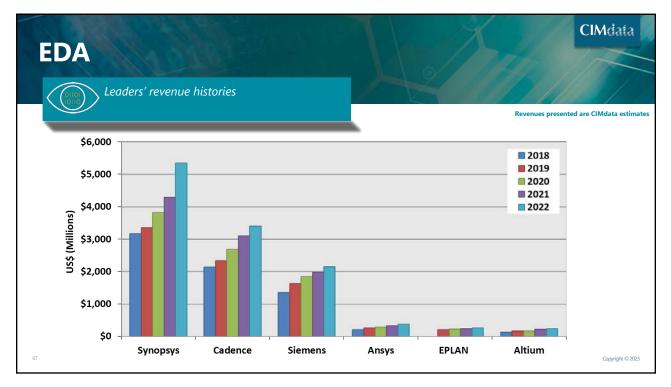
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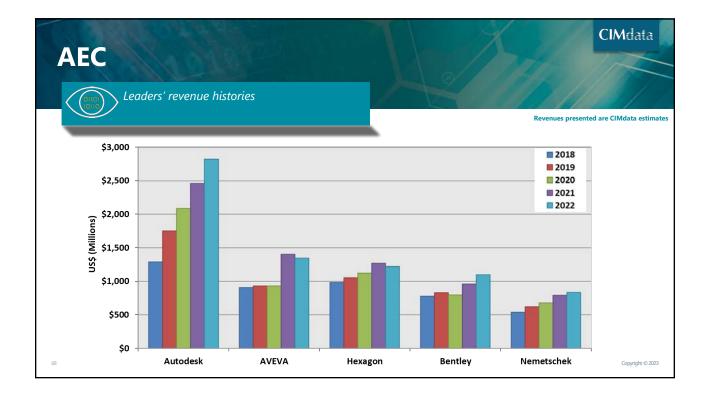






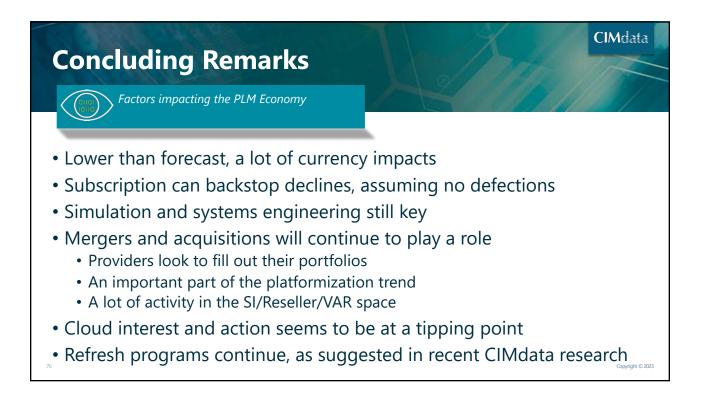
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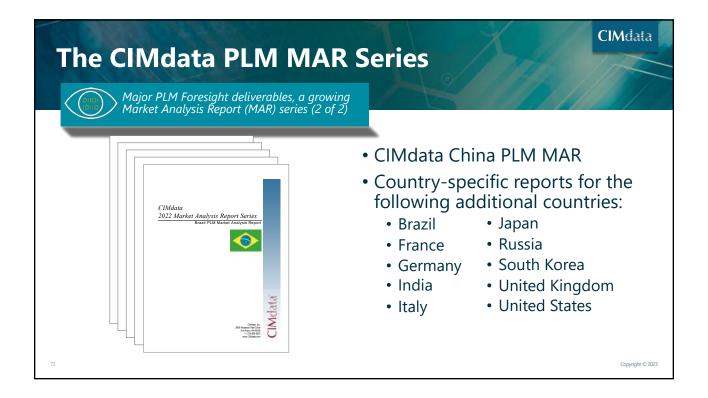
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Agenda	V. John	CIMdata
 PLM Market Analysis Overall cPDm Market Analysis PLM Provider Analysis Provider Sector Analysis 		
Concluding Remarks		
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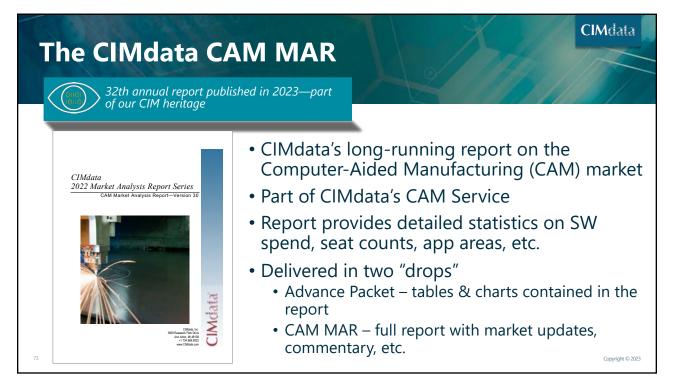
















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